

# Ventura Police Department Operational Overview



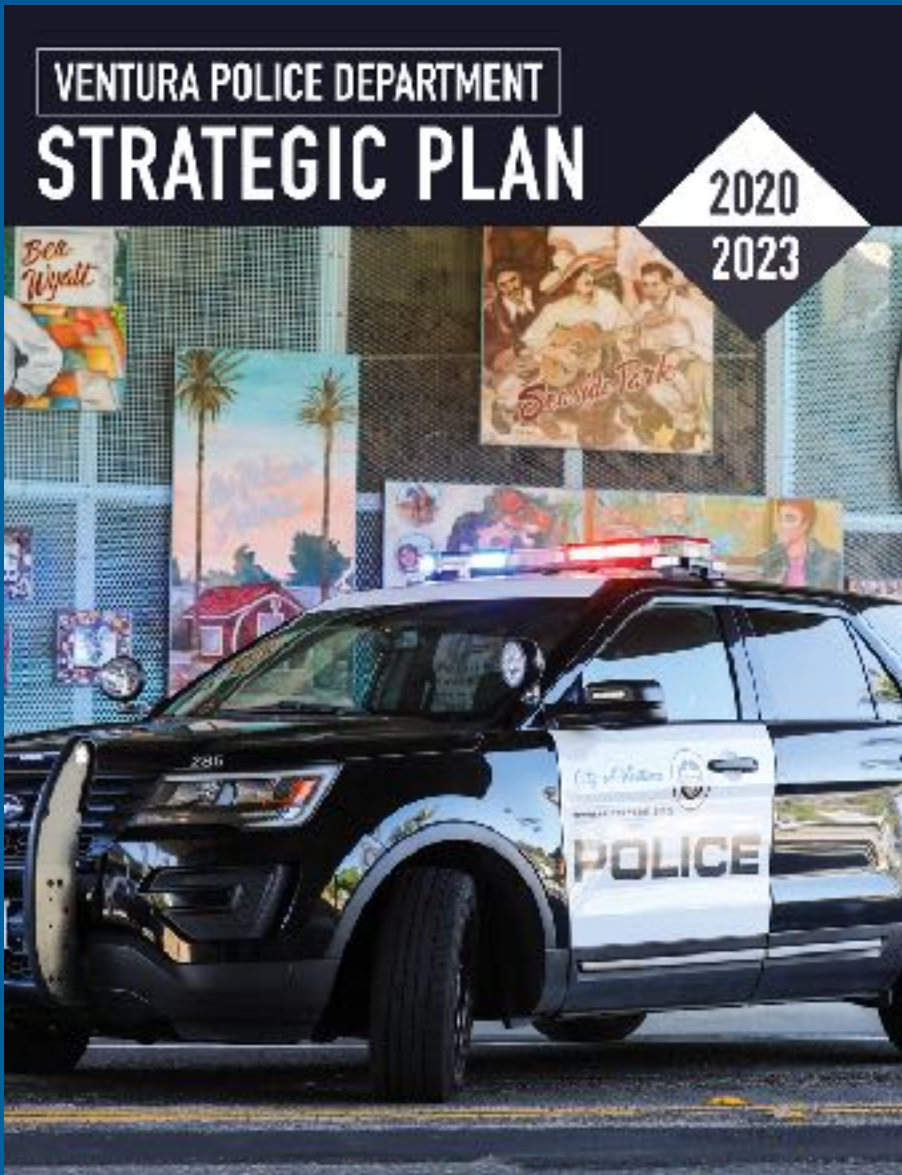
September 21, 2020

# 21st Century Policing

- President Obama's Task Force on Policing - 2016
  - Building Trust and Legitimacy
  - Policy and Oversight
  - Technology and Social Media
  - Community Policing and Crime Reduction
  - Training and Education
  - Officer Safety and Wellness



# Strategic Plan: 2020-2023



## OUR MISSION

To protect, serve, and problem solve  
with our community

## OUR VISION

Great people, providing exceptional service

## OUR VALUES

### Excellence

*We are committed to providing exceptional service*

### Integrity

*We are dependable, accountable, and ethical*

### Professional

*Proud to serve and committed to continuous improvement*

### Respect

*We listen to and value the opinions of others*

### Transparent

*We are open, honest, and partnering with our community*



# Strategic Plan: 2020-2023



## A MESSAGE FROM THE CHIEF

I am pleased to present the Ventura Police Department 2020-2023 Strategic Plan. This plan serves as a road map to guide the police department in the delivery of services to our Ventura community. Our strategic plan outlines priorities, but we also recognize the need to be nimble in response to unpredictable changes we may encounter. We conducted several workshops, surveys, and meetings with the community and with our employees to identify key trends and issues facing the City of Ventura. Our intent was to develop objectives and strategies to best address these challenges, both currently and in the future.



As a result of these planning sessions, five goals were identified:

- Goal 1: Crime Control - Effective responses to crime in our community
- Goal 2: Team Development - A focus on our most important resources
- Goal 3: Active Partnerships - Shared community problem-solving efforts
- Goal 4: Safe Neighborhoods - Enhance the quality of life in neighborhoods
- Goal 5: Efficiency and Accountability - Commitment to excellence

The Ventura Police Department is rooted in community policing with community partnerships and collaborative problem solving central to our efforts. We are faced with an environment that is continually and often times, rapidly changing. Policing strategies that worked in the past are not always effective today. Innovation, technological advancements, and fostering a culture of open dialogue with the people that we serve are vital to our success as we move forward.

As your Police Chief, I am proud to lead and serve alongside our courageous and compassionate Ventura Police team. Comprised of sworn officers, professional staff, and volunteers, there are more than 226 members of our team committed to serving you with the highest standards of performance, utilizing the best policing practices.

Earl Schindler, Police Chief

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## CRIME CONTROL

Effective responses to crime in our community

### OBJECTIVES & STRATEGIES

#### A. Improve response times to calls for service

1. Deduct the time calls spend before being dispatched
2. Arrive on scene to emergency calls and crimes in progress in less than five minutes
3. Arrive at priority 2 & 3 calls within 10 & 20 minutes respectively

#### B. Achieve a crime clearance rate on Part 1 Crimes that is better than the national average

1. Expand our knowledge examination and crime scene processing capabilities
2. Enhance the capabilities of Crime Analysis to provide timely crime and performance data
3. Utilize Criminal Investigative Technicians to enhance patrol efficiencies

#### C. Achieve a reduction in aggravated assaults and robberies when compared to the previous year

1. Reinstitute gang prevention and intervention programs
2. Focus on habitual offenders
3. Increase crime prevention messaging across social media platforms



# Strategic Plan: 2020-2023

## TEAM DEVELOPMENT

A focus on our most important resources

### OBJECTIVES & STRATEGIES

#### A. Attain 100% compliance with Police Officer Standards and Training (POST) requirements

1. Implement the Training Needs Assessment Plan
2. Maintain POST certified instructors in key training dimensions
3. Host state-wide Police Officer Standards and Training (POST) training courses at VPD

#### B. Maintain a department-wide staffing level no more than 6% below authorized positions

1. Incorporate mental health resiliency into the Wellness Program
2. Provide professional staff with opportunities for career development
3. Enhance cadet mentoring program towards advancing future staffing needs

#### C. Ensure sworn demographics align with those of our community

1. Develop an explorer program with representation from all city districts
2. Expand local recruitment efforts for sworn and professional staff
3. Evaluate the hiring and selection process for sworn and professional staff



## ACTIVE PARTNERSHIPS

Shared community problem solving efforts

### OBJECTIVES & STRATEGIES

#### A. Increase community outreach and input into police operations

1. Partner with the Ventura Police Community Foundation to promote community partnerships
2. Institute District Commanders to focus efforts on problem solving
3. Develop a Police Chief's Advisory Board



#### B. Decrease community complaints related to vagrancy

1. Work with the City Attorney's Office to update the Chronic Offender Ordinance
2. Enhance Patrol Task Force (PTF) coordination with County Behavioral Health and social service stakeholders
3. Utilize enhanced patrol officers in public areas



#### C. Strengthen relationships with community stakeholders

1. Provide support for after school and local youth programs
2. Increase networking (business opportunities) with local business groups
3. Collaborate with local community care providers



# Strategic Plan: 2020-2023

## SAFE NEIGHBORHOODS

Enhance the quality of life in neighborhoods

### OBJECTIVES & STRATEGIES

#### A. Increase collaborative efforts within neighborhoods

1. Integrate in-person neighborhood watch meetings utilizing sworn and professional staff
2. Utilize social media to strengthen community-wide partnerships and engagement
3. Provide guidance on prevention and response training to department personnel, schools, and community groups

#### B. Reduce fatal and injury traffic collisions compared to annual average from the last 3 years

1. Provide traffic enforcement at intersections identified with the highest rate of collisions
2. Hold quarterly meetings with Traffic Engineering & Traffic Unit to identify traffic safety issues
3. Participate in Office of Traffic Safety (OTS) grant operations

#### C. Reduce auto thefts, burglaries, and larcenies in neighborhoods compared to annual average from the last 3 years

1. Expand our partnerships with regional district and auto theft enforcement and prevention efforts
2. Focus Street Crimes (SC) resources to better address neighborhood property crimes in neighborhoods and public spaces
3. Increase Volunteers in Policing (VIPs) involvement in focus policing patrols



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## EFFICIENCY AND ACCOUNTABILITY

Commitment to Excellence

### OBJECTIVES & STRATEGIES

#### A. Increase Department transparency

1. Provide bi-annual statistics on VPD website for use of force, complaints, and department training
2. Publish demographic data for sworn, personnel arrested, and use of force incidents
3. Fully implement the Racial and Identity Profiling Act (RIPA) during 2021

#### B. Track and reduce personnel complaints

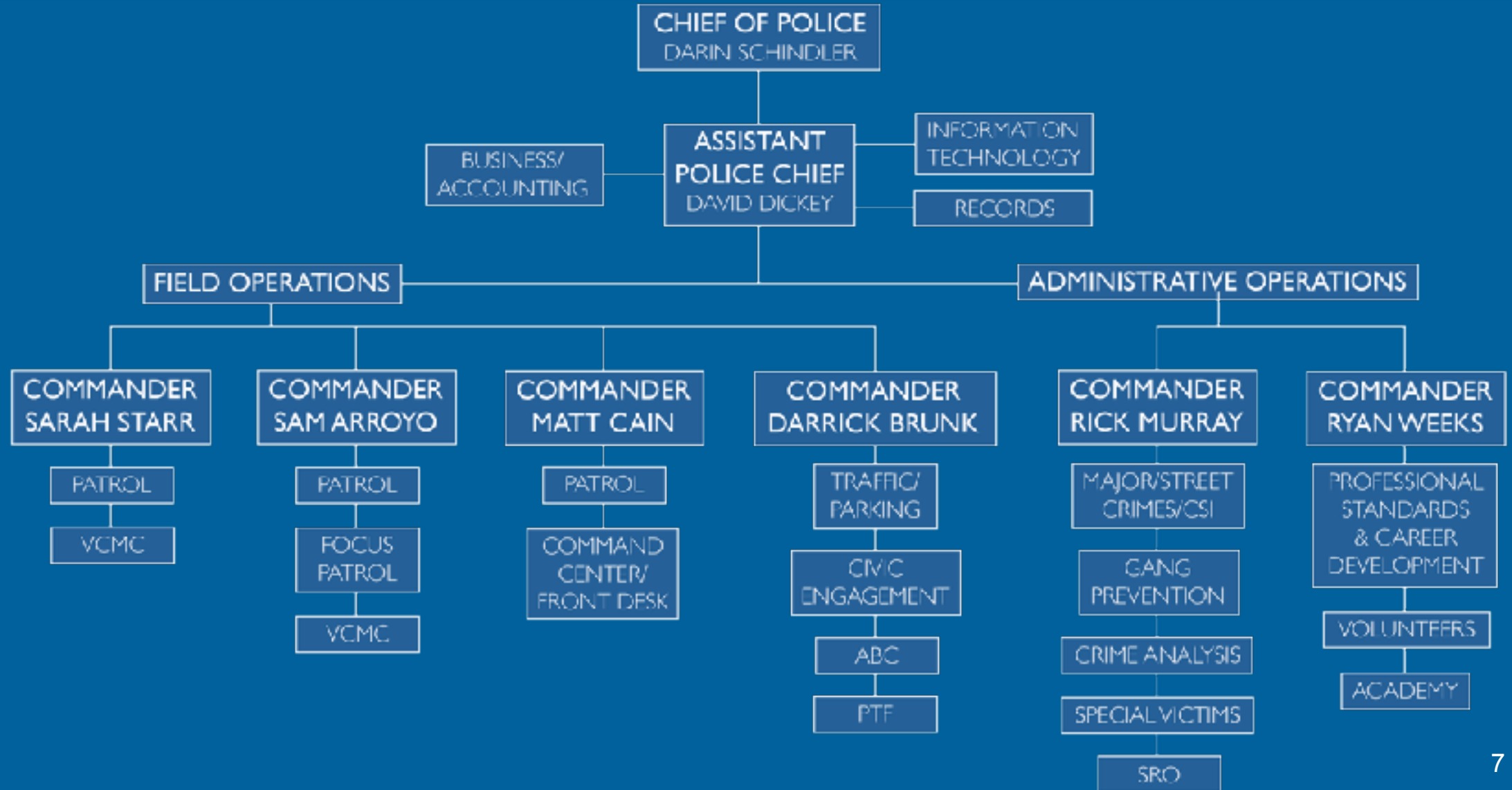
1. Utilize technology to consolidate and improve use of force and complaint tracking
2. Provide annual in-service training on implicit bias, racial profiling, and cultural diversity
3. Incorporate tactical communication and ethical decision-making concepts into department training

#### C. Attain a 100% "within department policy" for all use of force incidents

1. Conduct comprehensive use of force skills training and reading two times a year for sworn personnel
2. Incorporate Arrest Control Tactics and policy review into pre-shift workouts
3. Incorporate de-escalation tactics into all use of force training



# VPD Org Chart



# Police Department Budget

- General Fund: \$38.7M

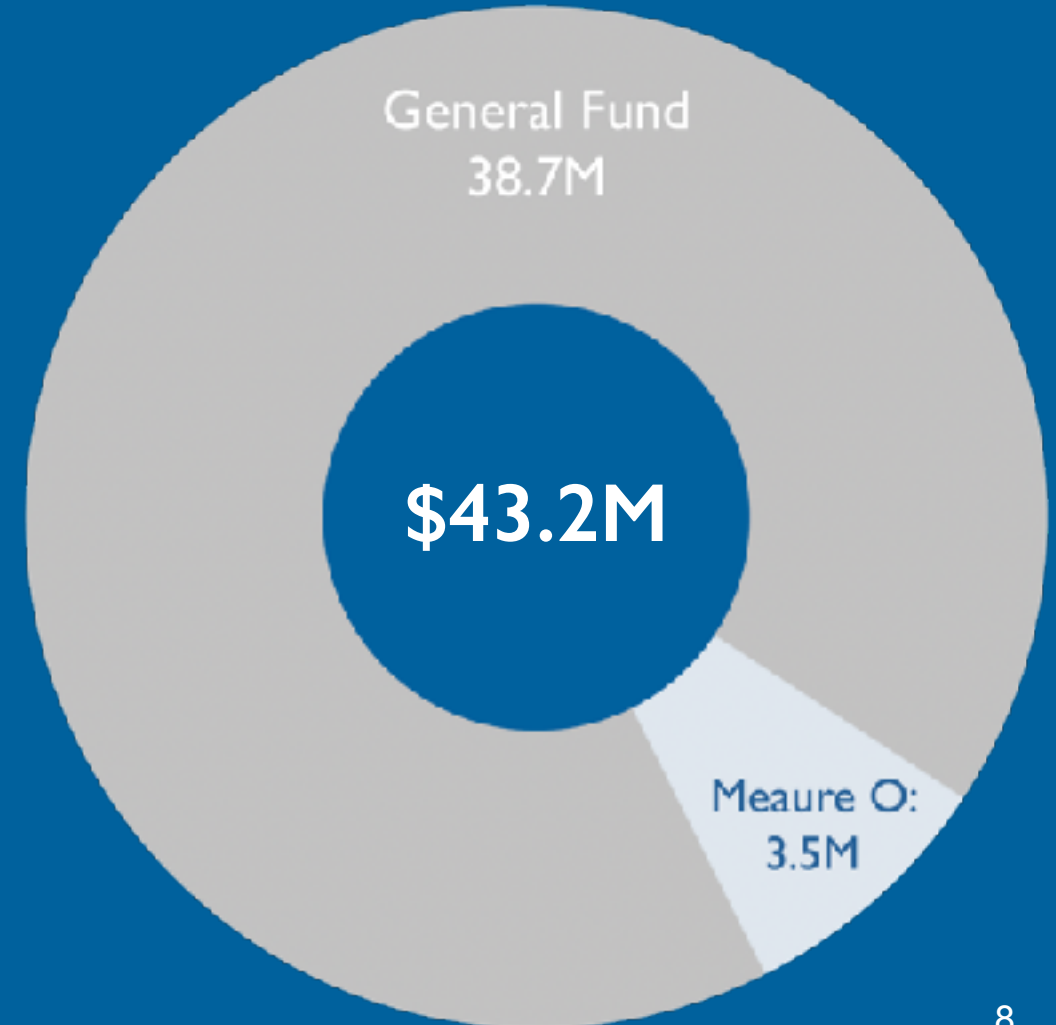
*Includes contracted positions (6)*

- VCMC \$644K
- SRO \$751 (VUSD pays \$385K)
- PROS \$220K

- Grant Funded Positions (1)

- Money coming in from outside the General Fund
- COPS (Motor Officer) \$238K
- OTS \$220K

- Measure O: \$3.5M

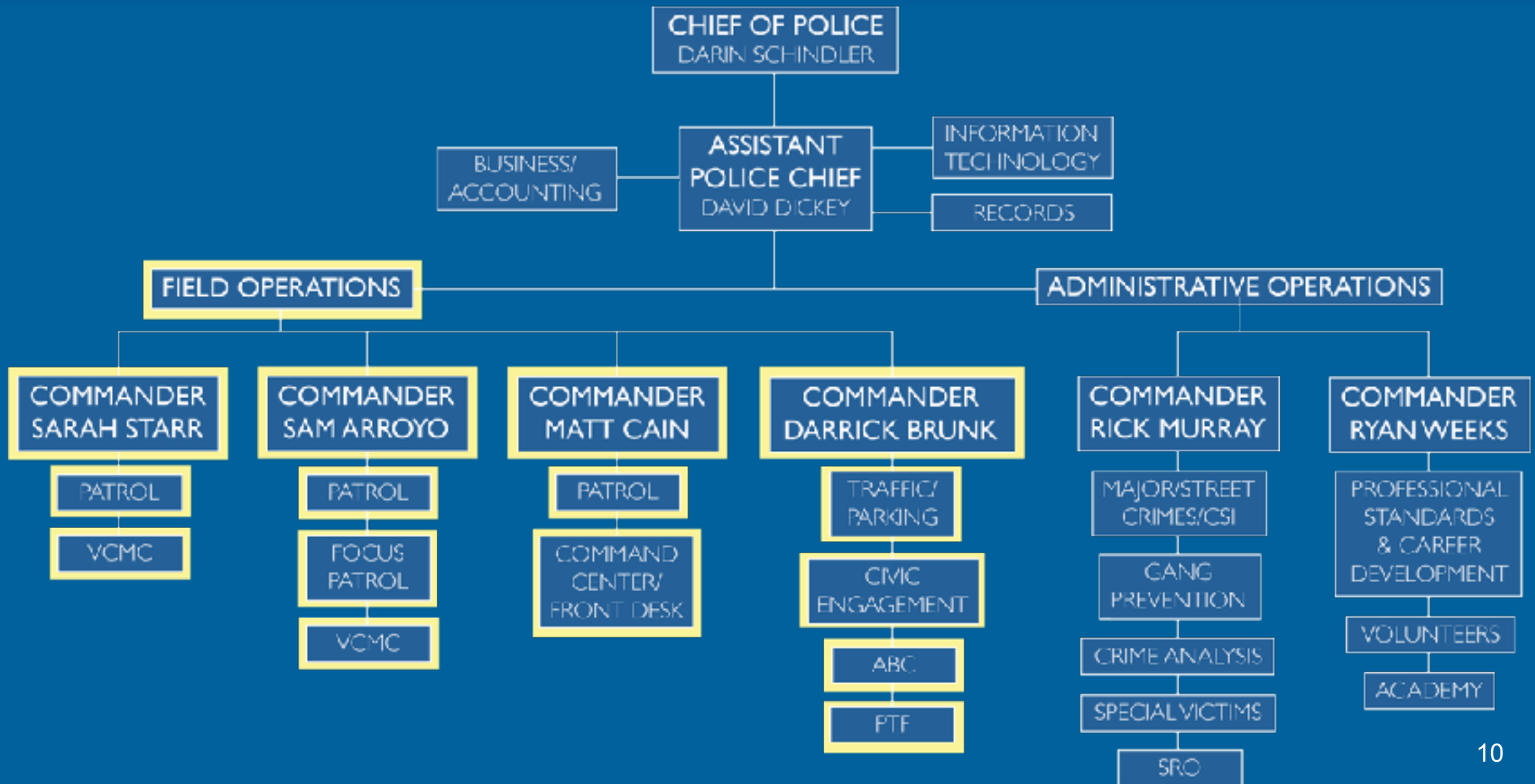


# Personnel Resources

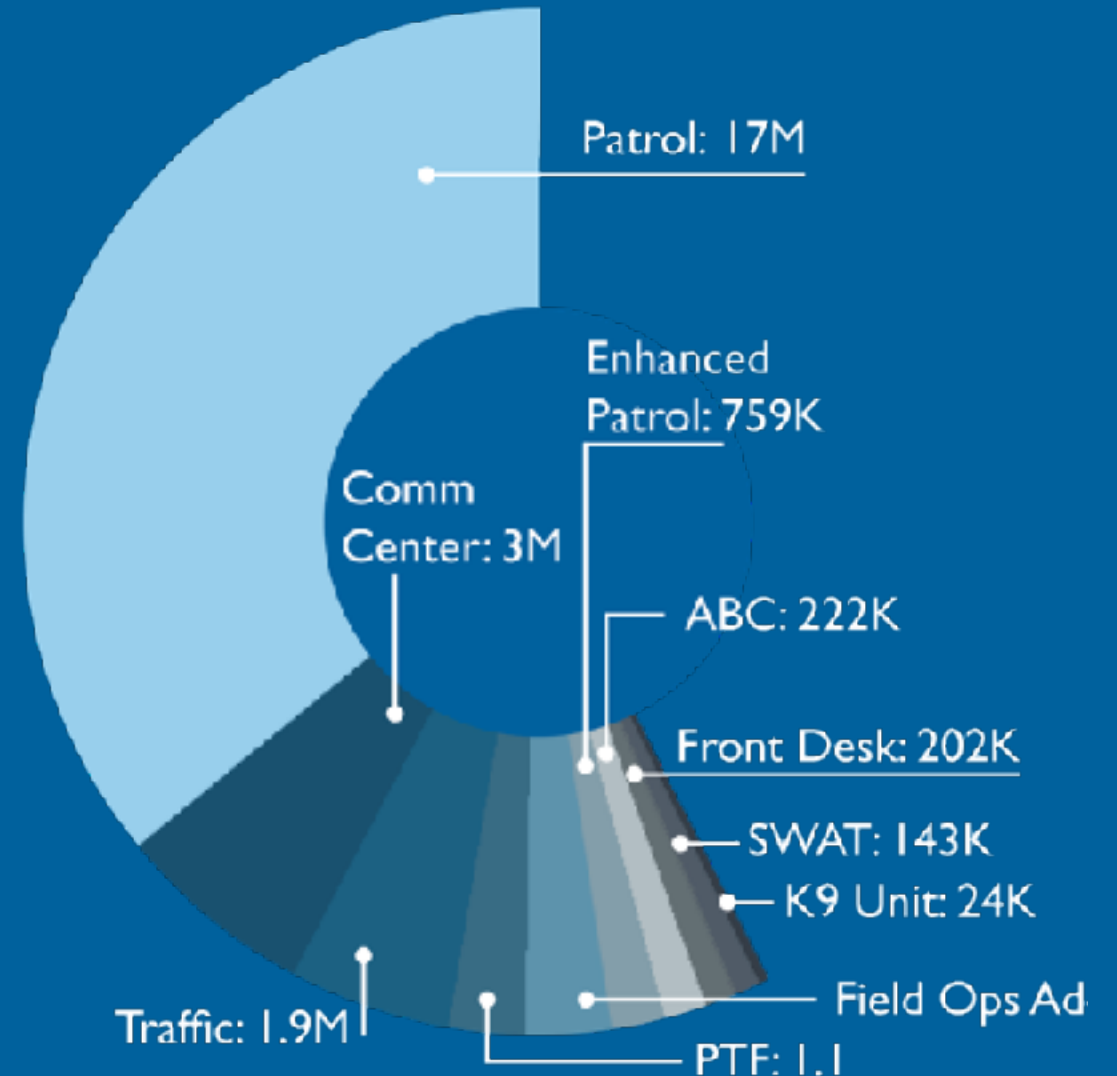
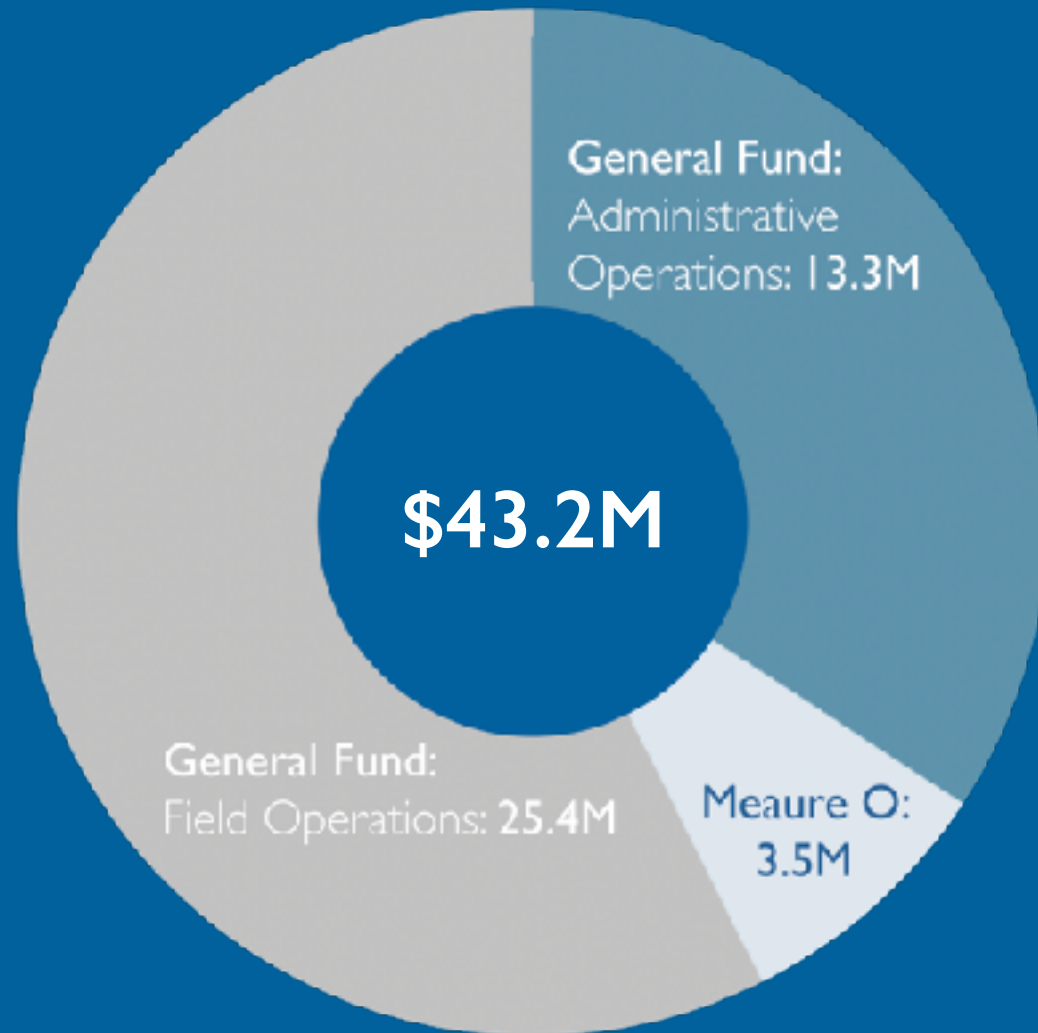
## Total FTE - 189

- Sworn: 137 (*6 positions currently frozen*)
  - Measure O: 17
  - Contract/Grant: 7
- Professional Staff: 46
  - Measure O: 3
- Volunteers: 48
- Cadets/Extra Help: 33



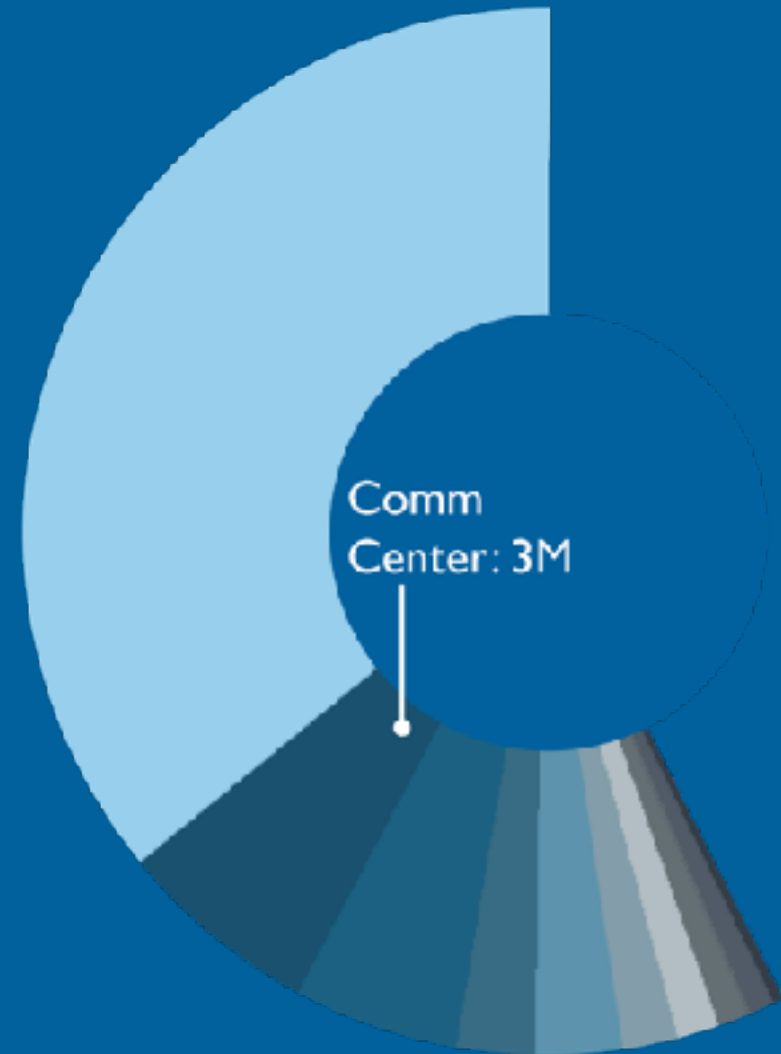


# Total Budget



# Command Center

- Operates 24/7, 365 a year
- Staff Deployment: Maximum of 5, Minimum of 2
- Phone calls into dispatch: 176,000 (one every 3 minutes)
- 911/Emergency calls received: 53,180, resulting in 30,606 emergency call responses
- Non-emergency phone calls: 126,226
- Outgoing calls made from dispatch: 34,599



# 911 Command Center

## City Departments Supported

- Ventura City Fire
- Code Enforcement
- Public Works, Parks & Recreation, Community Development, & Ventura Water
- City Hall Alarms

## Other Agencies Supported

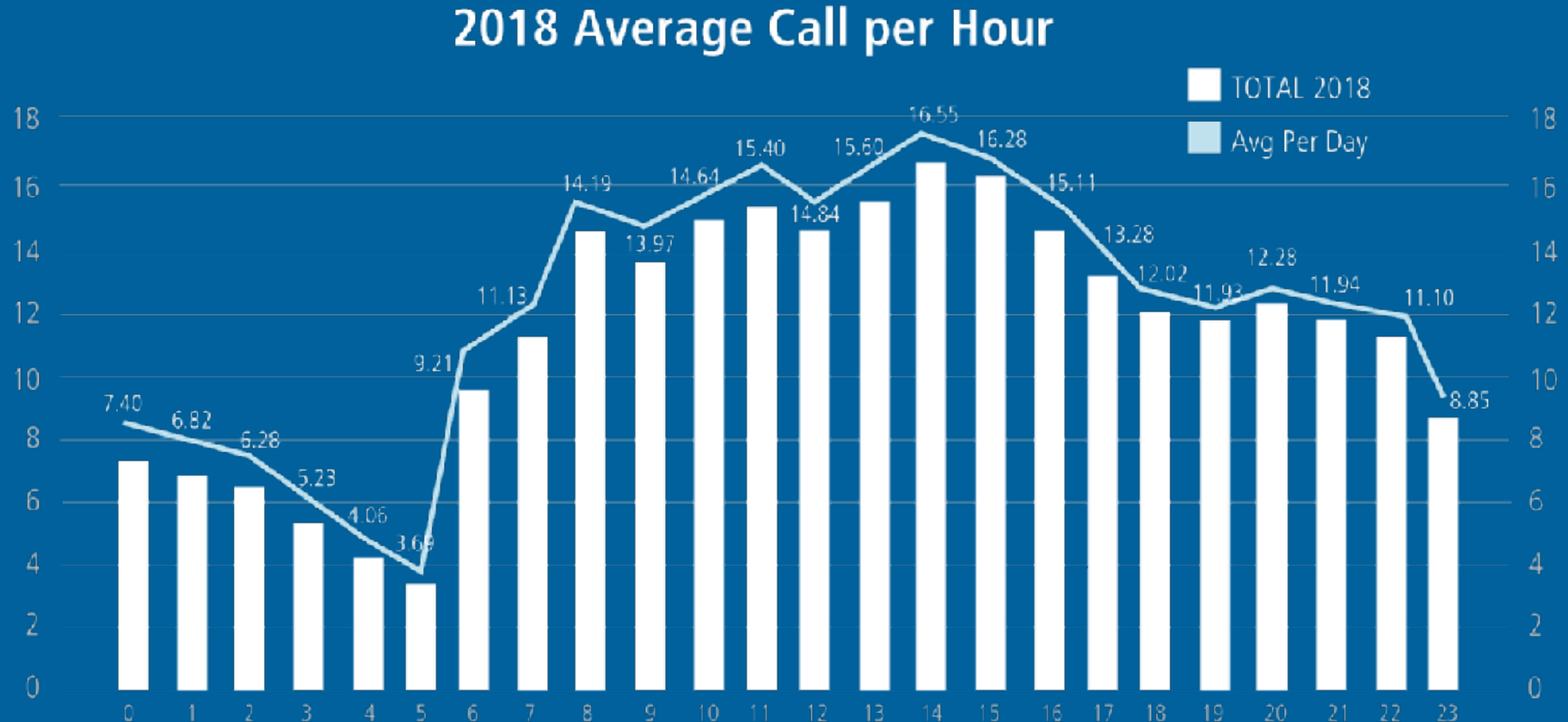
- Ventura DA's Office
- Ventura County Probation
- State Parole
- Alcohol Beverage Control
- State Parks
- Amtrak Police
- Ventura Harbor Patrol

## How we prioritize calls:

- **Priority 1: Emergency Calls**
  - 5 Minute Goal
- **Priority 2: Urgent Calls**
  - 10 Minute Goal
- **Priority 3: Important Calls**
  - 20 Minute Goal
- **Priority 4: Non-Urgent Calls**
  - 30 Minute Goal



# Average Calls for Service Each Hour



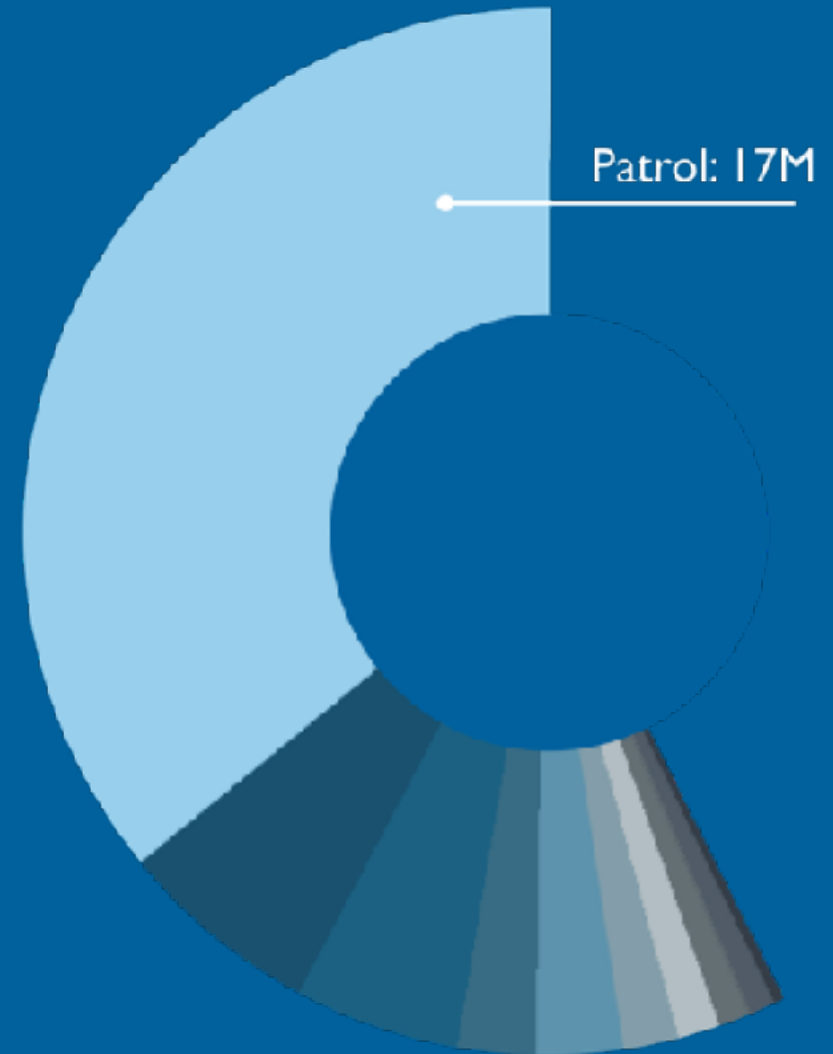
- 260 calls per day with 57% at least two officer response
- On average, an officer handles 20 incidents per shift

*Field Operations*

# Patrol: Cmdr. Sam Arroyo

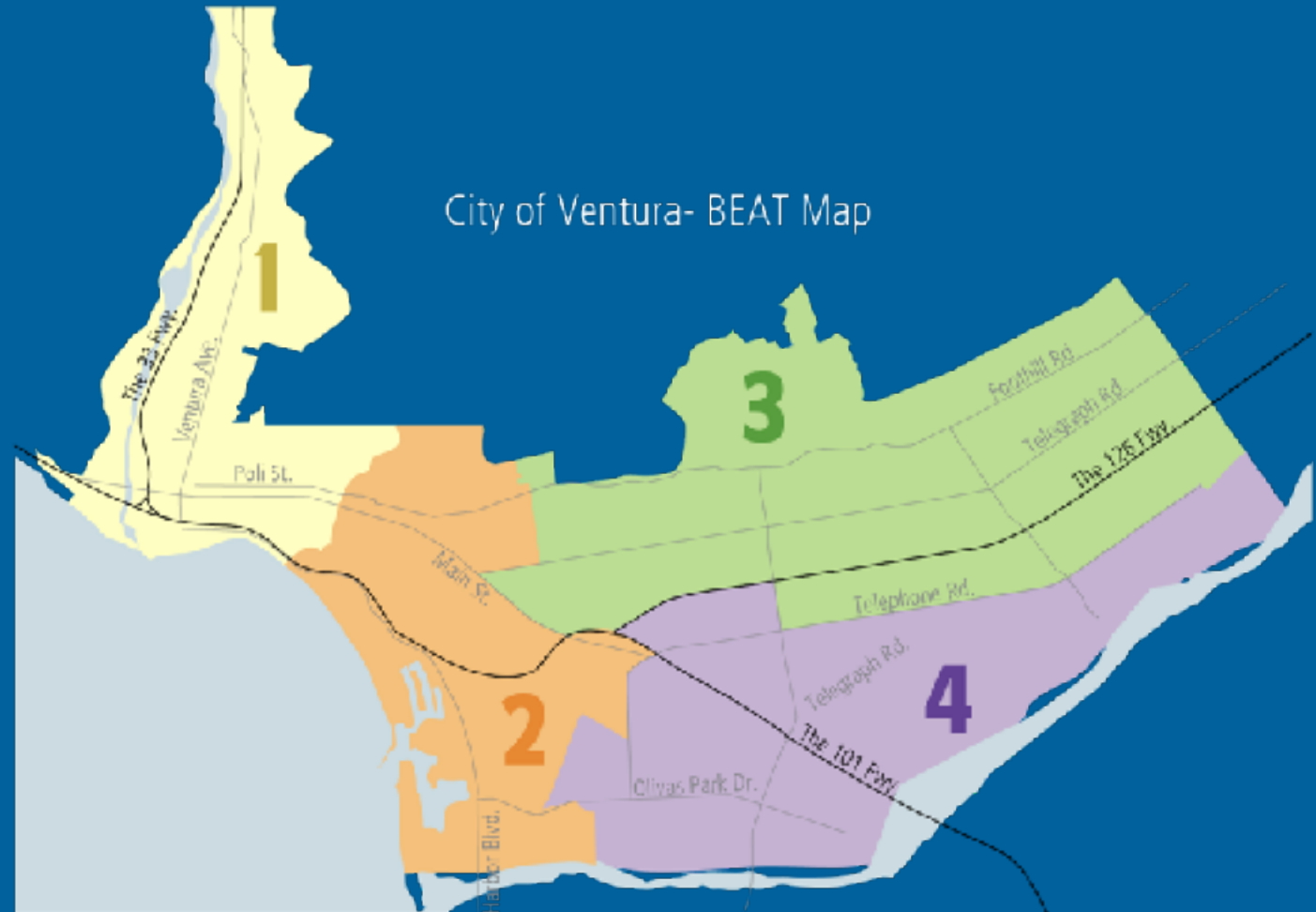
## Primary Response for 98,000 Incidents

- 3 Watch Commanders
- 7 Patrol Teams: 54 Officers, 7 Corporals, 7 Sergeants



# How VPD Directs its Efforts

- City-wide staffing minimums
  - Four Beats
  - 8 Officers/1 Sergeant
    - 6am to Noon
  - 14 Officers/2 Sergeants
    - Noon to Midnight M-Th
    - (16 Officers until 2am on Friday/Saturday)
  - 8 Officers/1 Sergeant
    - Midnight to 6am



# VPD's Problem Solving Efforts

- Community Oriented Policing/Active Partnerships

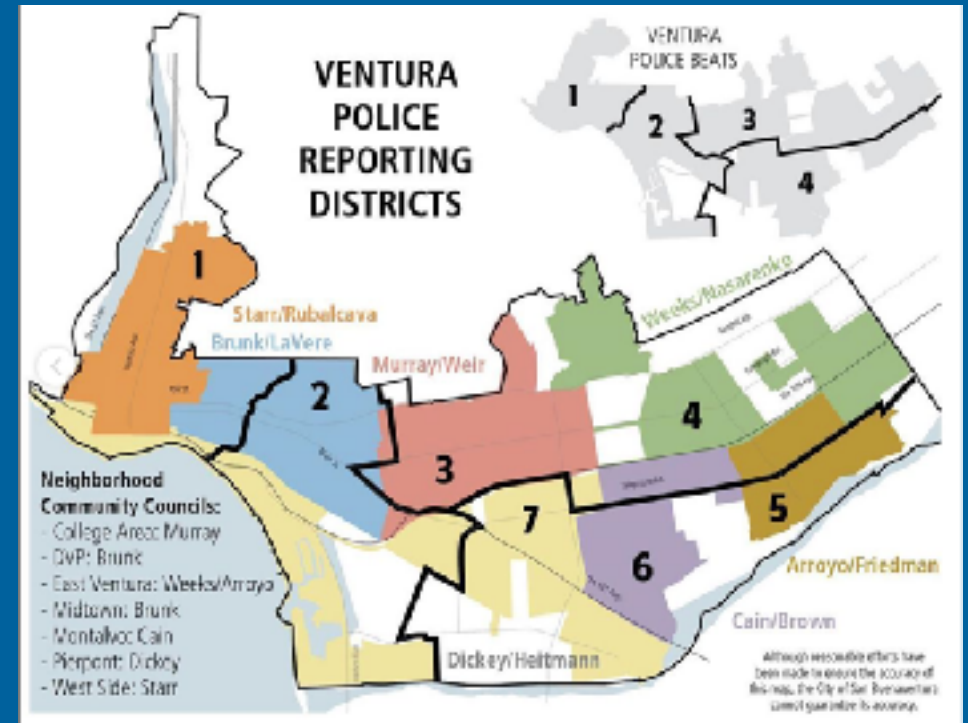
- Patrol Officer Beat Assignments
- District Commanders
- Social Media

- Focus Patrols

- 15 minutes in hot spot areas

- Volunteers in Policing (VIP's) and Cadets

- Focus Patrols
- Non-Injury Traffic Collisions
- Crime Reports
- Provide 5,602 hours annually = 2.75 FT employees



# Self Initiated Activity

## 25,000 Investigations a Year

- Traffic Stops - 10,327
- Subject Stops - 6,764
- Focus Calls - 4,961
- Investigative Follow Ups - 2,948



# Patrol Investigations & Arrests

- 19,492 Investigations/Reports

- 12,378 Criminal
- 5,396 Incident
- 1,718 Traffic Collision

- 6,723 Persons Arrested

- Misdemeanor Warrants
- Narcotics Possession
- Public Intoxication
- Probation/Parole Violation
- Theft/Shoplift
- Danger to Self or Others
- Driving under the Influence
- Resisting Arrest
- Battery
- Domestic Violence

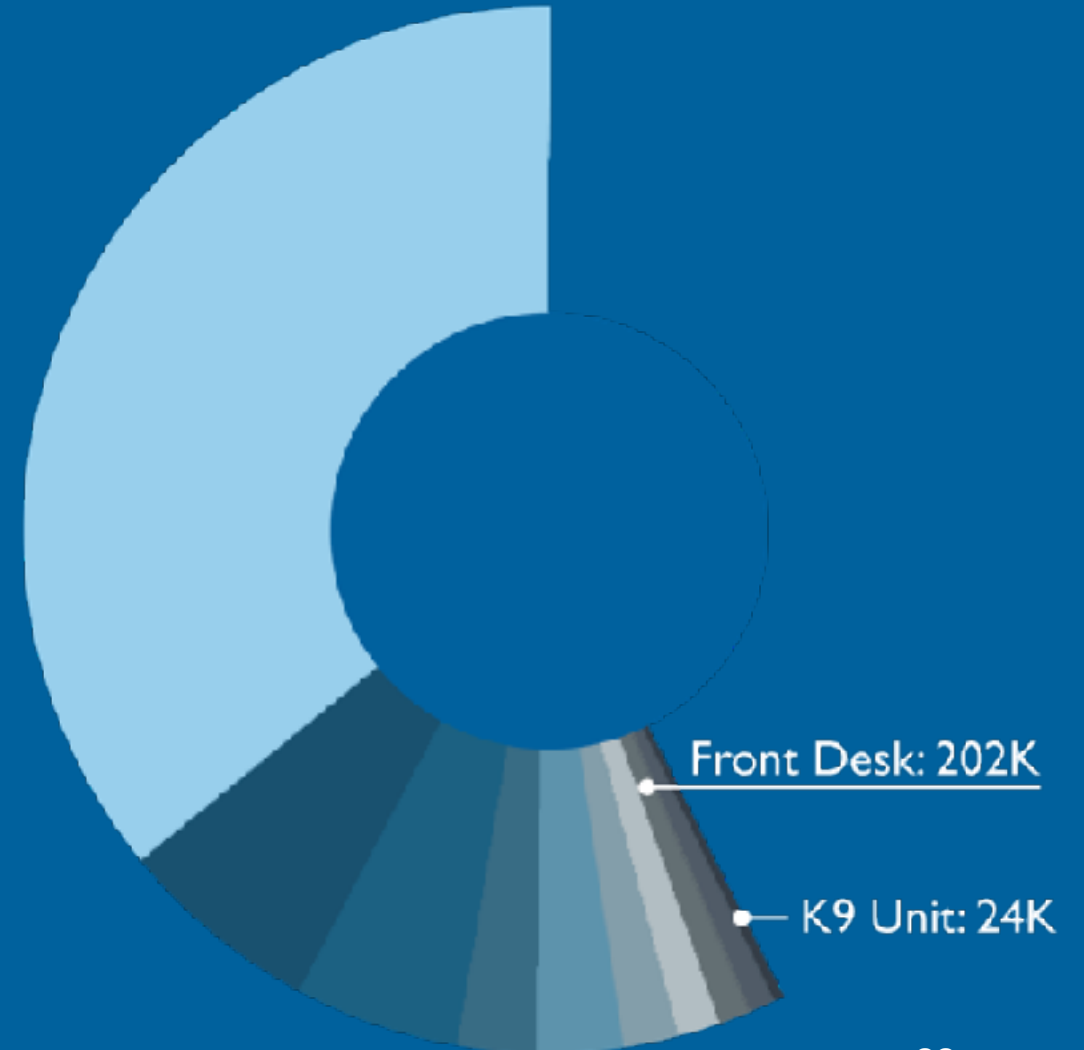


# Enhanced Patrol: Cmdr. Sarah Starr

- 6 Officers
  - Measure O
  - Focused presence in public areas
  - 2 Officers / 10 hours per day
  - Problem oriented
- Active Video Monitoring of Cameras
  - 160 cameras throughout the City
  - 10-12 hours per day
  - Police Cadets



# K9 Unit



## 5 Canines

- National Police Dog Foundation
  - Canines funded through donations
  - Assist in high risk incidents
  - Sniff for narcotics, guns, and explosives
  - Track suspects that flee, missing adults, and kids
  - Search large areas, residences, and commercial buildings
  - Participate in public relations events and demonstrations to enhance community relationships



# VCMC Contract



- 2 Officers - \$644K
  - Fully reimbursed by County of Ventura
  - 12.5 Hours per day / One floating shift per week
  - Emergency Room
  - Hospital Safety & Security

*“About 10 years ago, VCMC formed an alliance with the Ventura Police Department and never looked back. As a safety net for Ventura County, we recognize the need to provide the safest care possible for our community. The VPD recognizes that need as well and stepped up to help us achieve this goal.”*

*“It’s been a great 10 years! As a result of our partnership and teamwork, we’ve had some of the best patient outcomes and we’ve had the safest care possible. Thank you so much Ventura PD, we are grateful for all that you do!”*

*- Kendra Duvall, RN*

# Public Lobby Desk

- 2 Police Services Officers
  - Open M-F, 8am-5pm
  - Customer Services
  - PBX System
  - Vehicle Release
  - Documents
  - Recovery Notifications

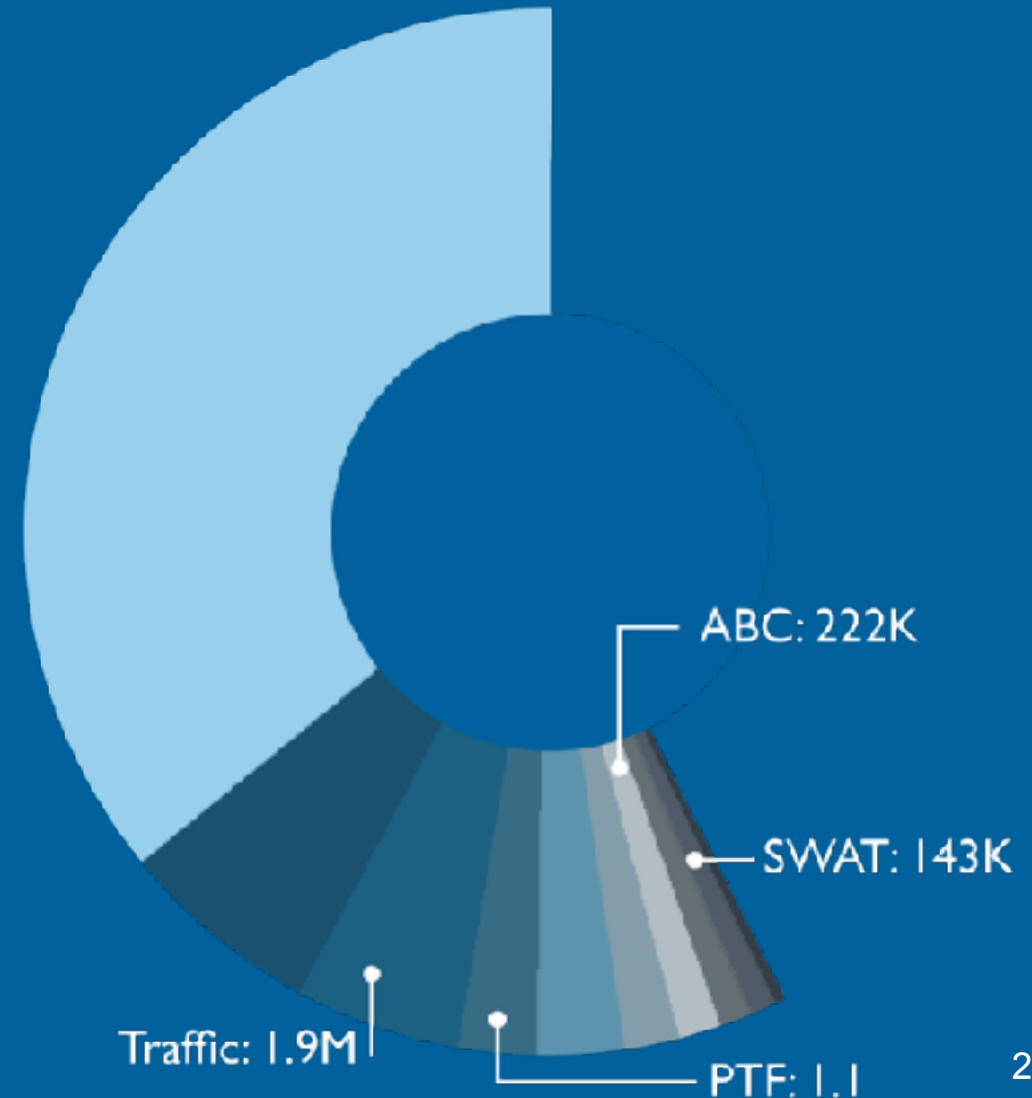


# Field Training Program

- Every new officer goes through program
- Trains to the standard of solo beat officer
- 24 weeks of intensive, on-the-job training and daily performance evaluations
- Specific performance standards before being certified for solo patrol duty



- Traffic
- Patrol Task Force (PTF)
- Alcohol Beverage Control (ABC)
- SWAT



# Traffic Unit

- Traffic Safety Grant
  - Traffic education, engineering, enforcement, collision investigations
  - Special Events
- Automatic red light enforcement
- Parking Enforcement
  - Police Services Officer and Cadets

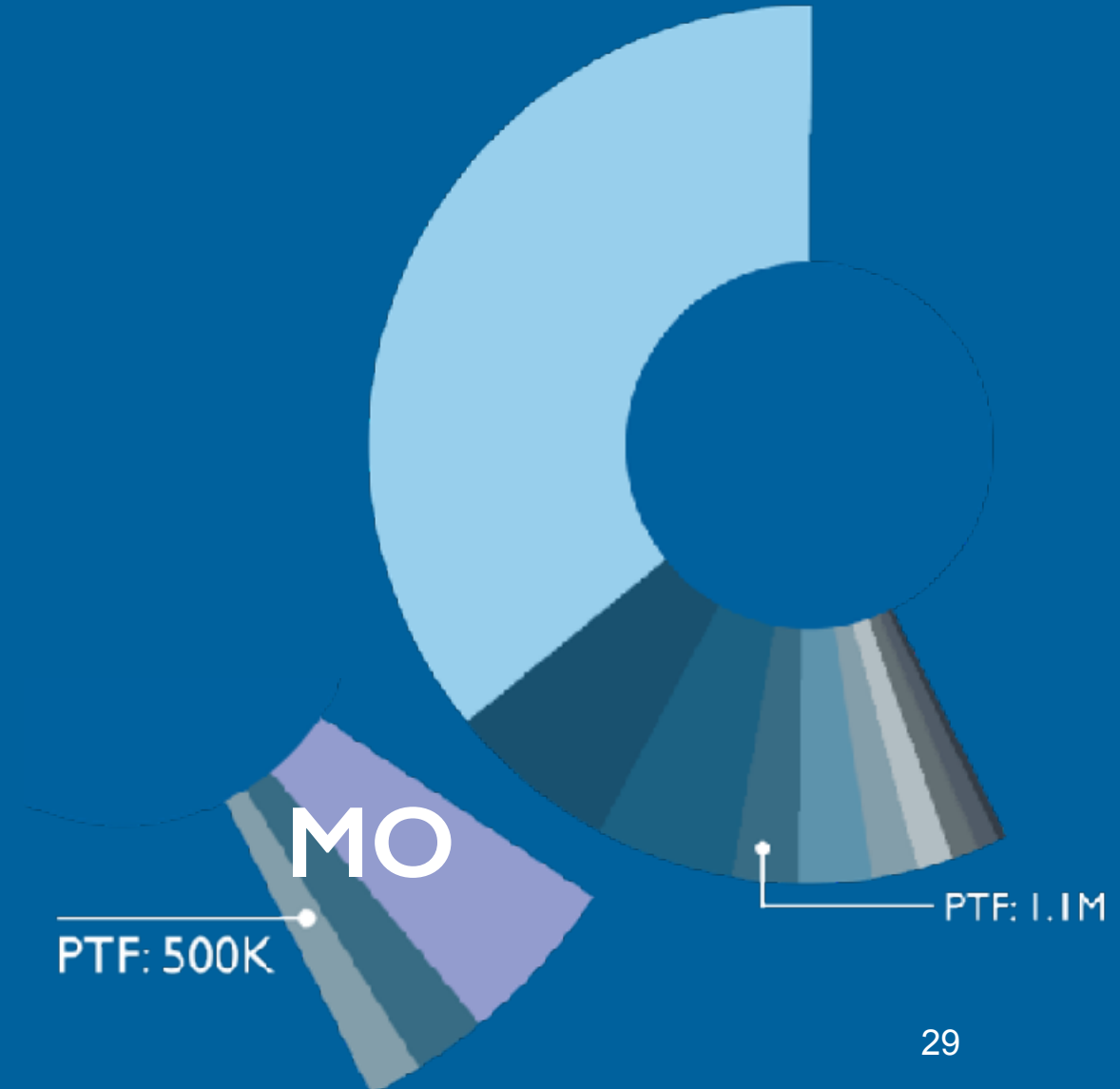


*Field Operations*

# Patrol Task Force

## *Safe and Clean Public Spaces*

- Assistance Based Enforcement
- Work with Ambassadors
- Family Reconnection Program
- Community Intervention Court
- Behavioral Health Clinician

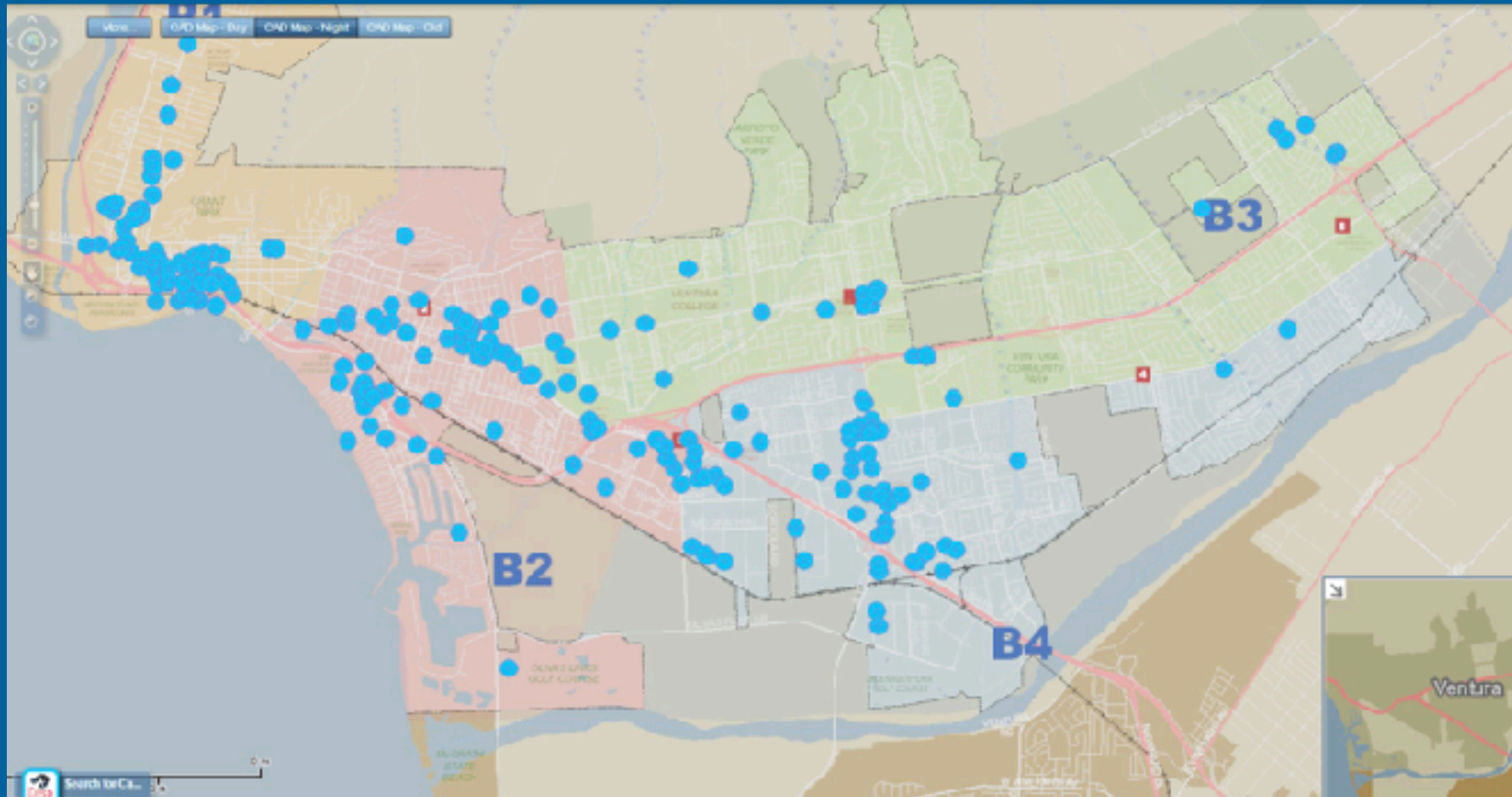


## Partner Organizations

- Ventura County Alcohol and Drug Program
- Ventura County Department of Probation
- Ventura County Department of Behavioral Health
- Ventura County Public Defender
- Ventura County Sheriff's Office
- Ventura County Medical Center
- Ventura County District Attorney
- Ventura City Attorney's Office
- Ventura County Public Guardian
- Community Memorial Hospital
- Project Understanding
- California State Parks
- California Highway Patrol/Caltrans
- Salvation Army
- Turning Point Foundation
- California Department of Fish & Game
- Mercy House Shelter
- Faith-Based Organizations
- All City Departments

# Patrol Task Force

## Calls for Service: Two Week Period



# Alcohol Beverage Control

- 1 Officer funded through the Use Permit Fee

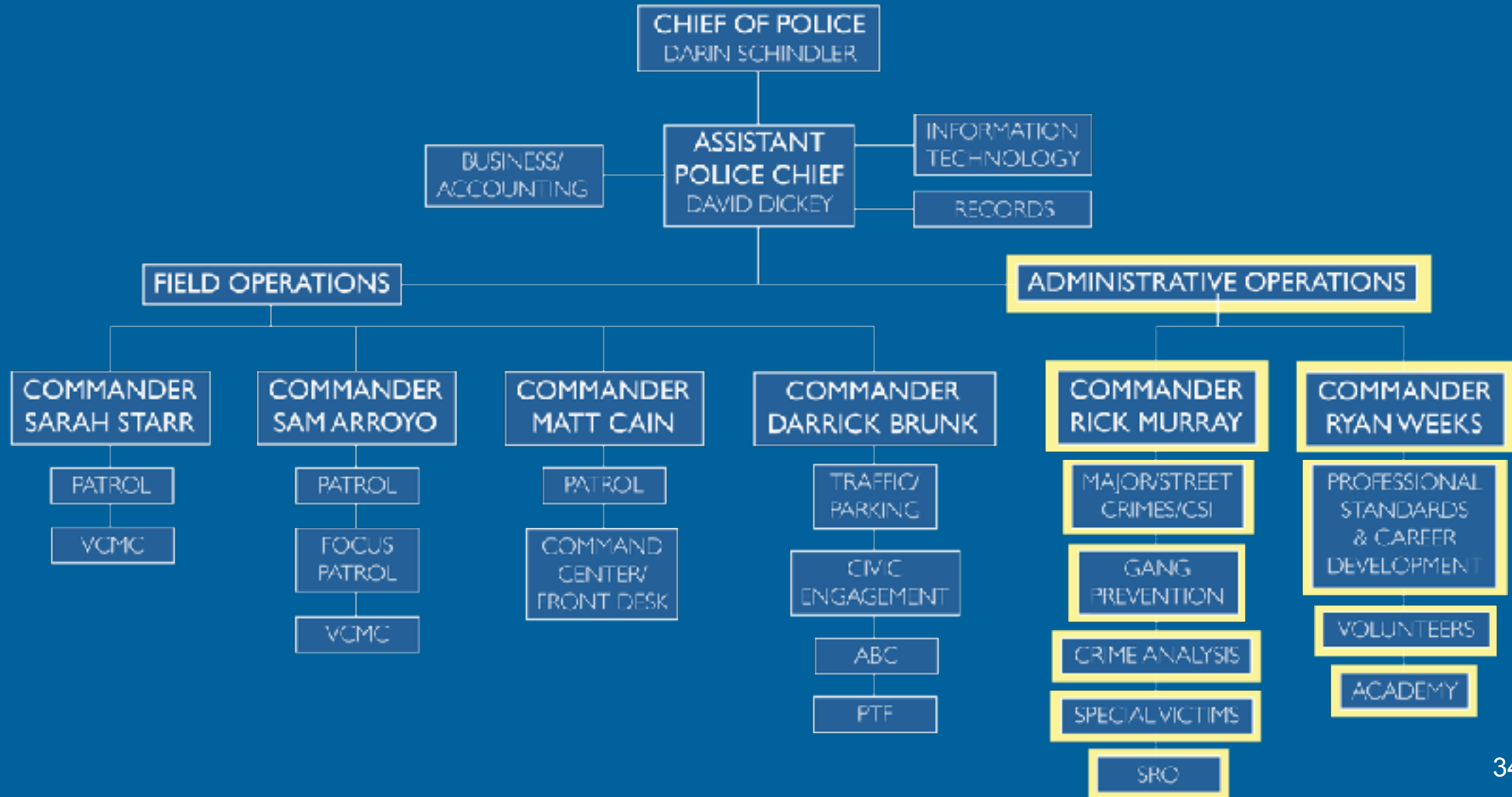


# Special Weapons & Tactics

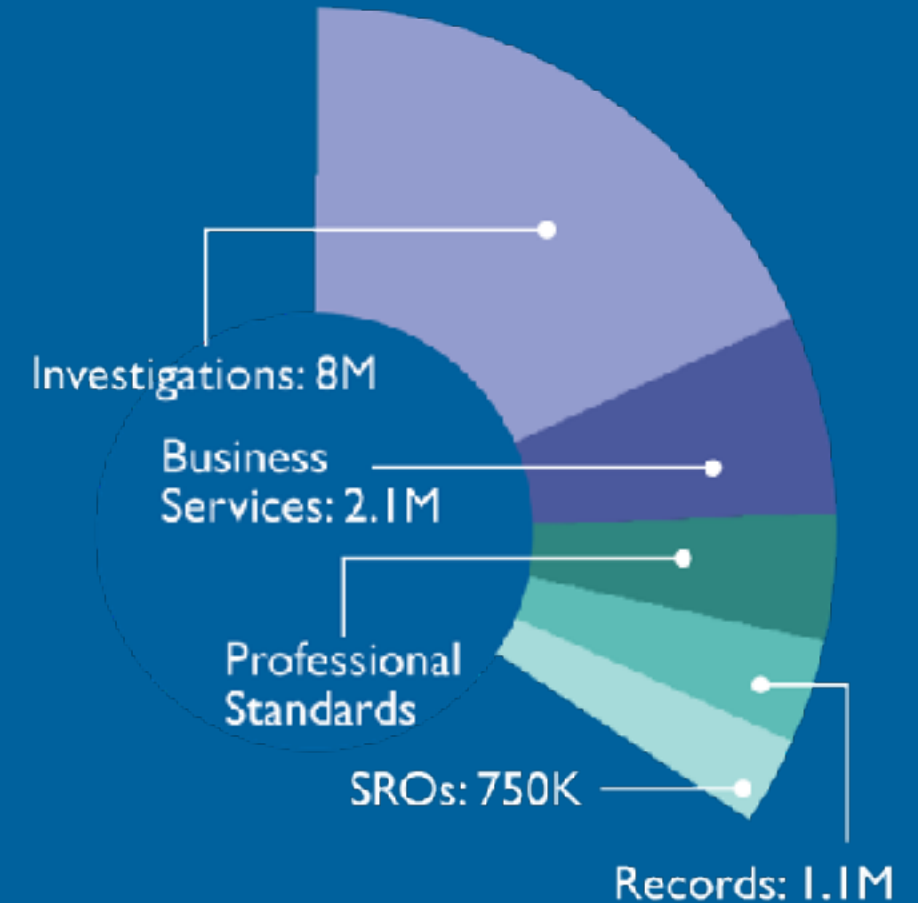
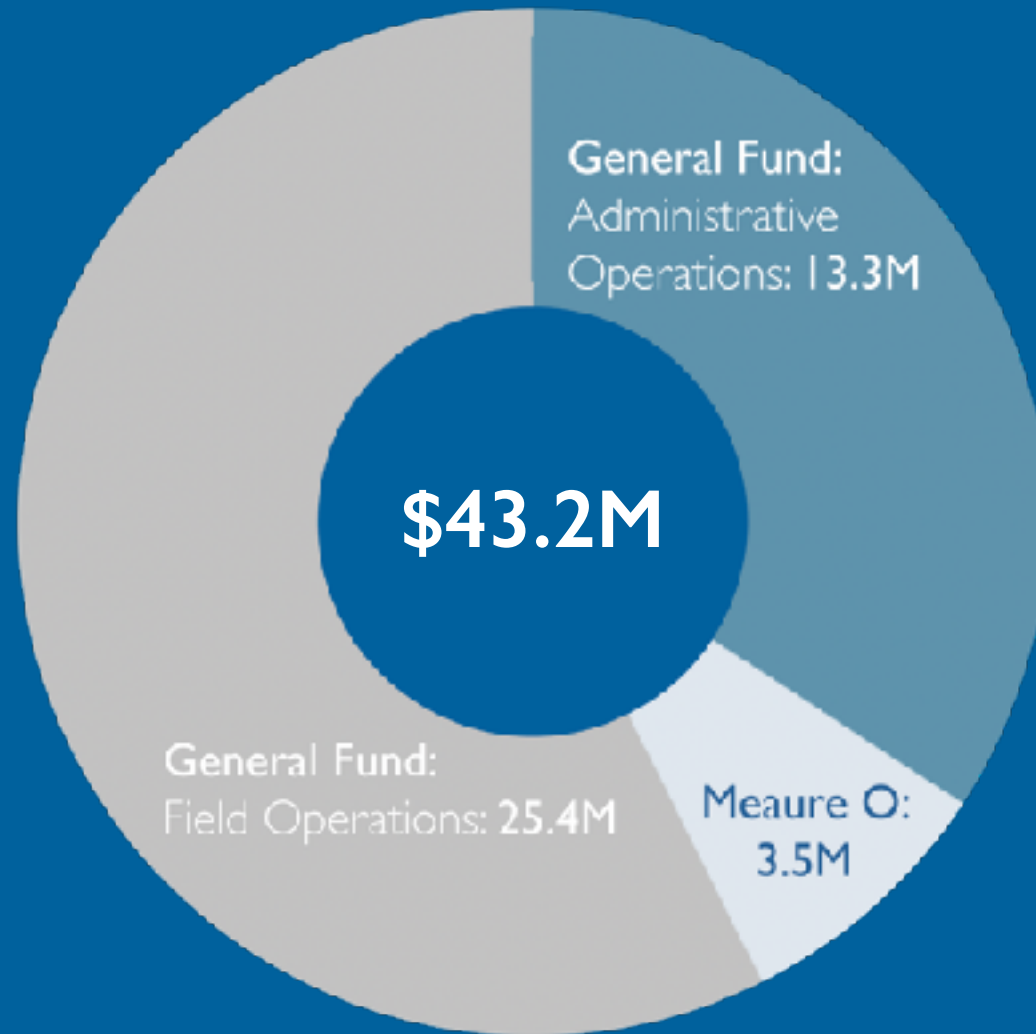
- 25 Total Team Members
  - 3 Sergeants, 16 Tactical, 6 CNT
- Purpose
- Training



# Administrative Operations



# Administrative Operations



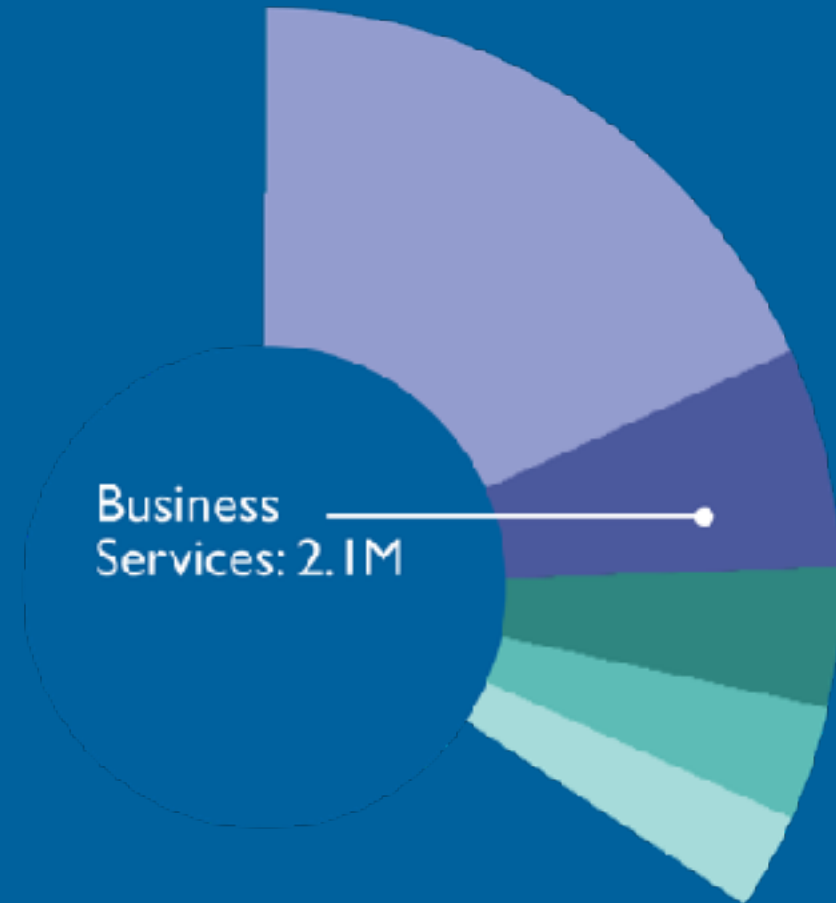
# Records: Manager Karen Moore

- Process, Storage, Retention all Reports, and Citations
- Uniform Crime Classification and Reporting
- Subpoena Processing, Documents, and Personal Appearance
- California Public Records Act Requests
- Report Sealings and Expungements
- California Law Enforcement Telecommunications System



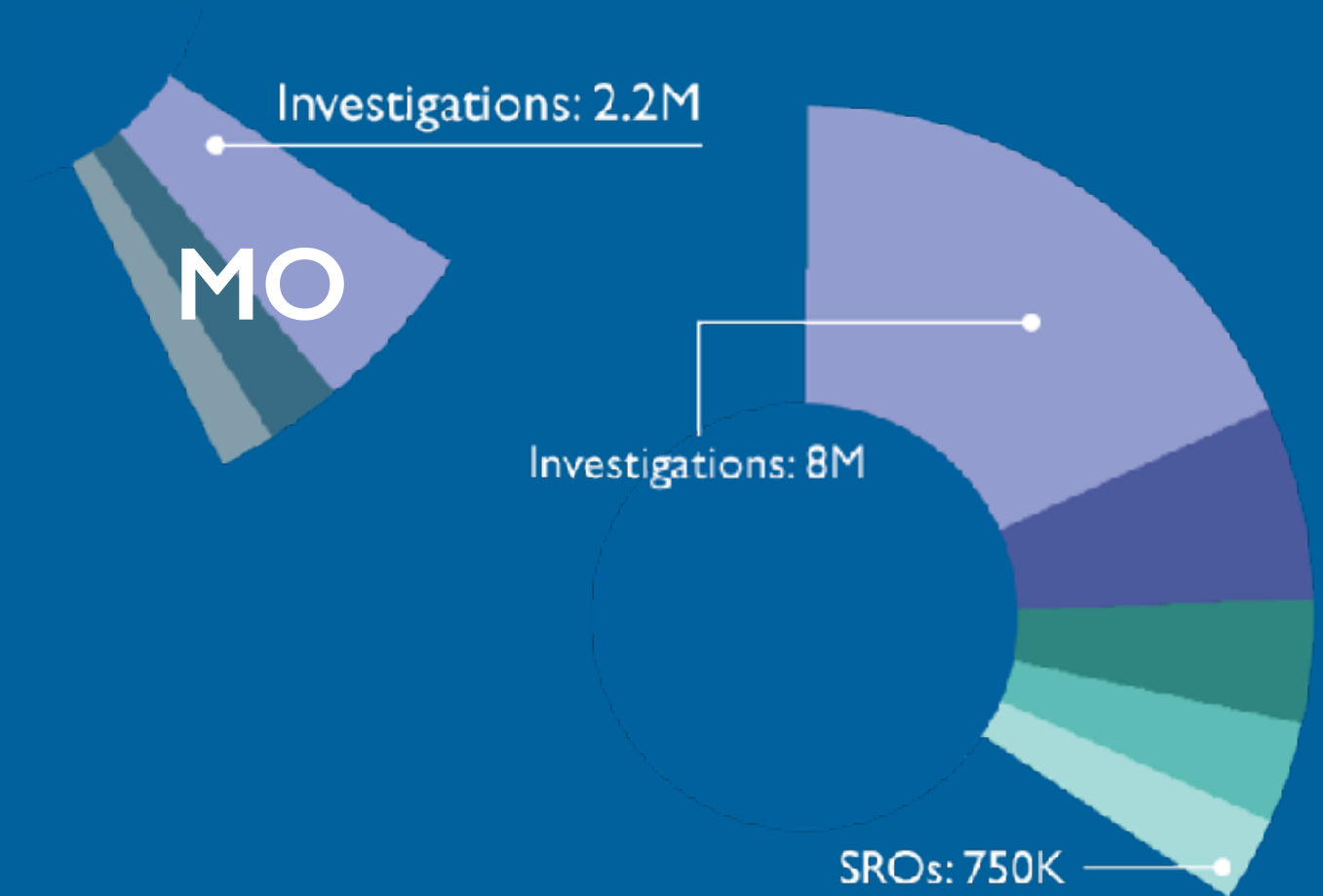
# Business Services

- I Business Services Officer
  - Budget
  - Payroll and Administration
  - Grants and Contracts
  - Purchasing
  - Internal Services
    - (Fleet and Facilities)



# Investigations: Cmdr. Rick Murray

- Major Crimes
- Gang Prevention
- Special Victims
- Street Crimes
- Crime Analysis
- CSI & Evidence
- Body-Worn Cameras



# Major Crimes/Gang Prevention

- Investigate crimes against persons
- Gang Education



*Administrative Operations*

# Special Victims Unit

- Sex Crimes / Child Abuse
- Domestic Violence / Elder Abuse
- Human Trafficking
- Missing Persons



# School Resource Officers

- Shared cost 50/50 with VUSD
- MOU written by Superintendent & Police Chief
- High / Middle Schools
- School Safety
- Positive Relationships



# Street Crimes

- Residential/Commercial Burglaries
- Stolen Vehicles
- Street Robberies
- Fraud
- Narcotic Crimes
- Probation
  - Post Release Offenders



# Professional Staff

- Crime Analyst
  - Provide Data Analysis of Crime Trends
  - Maintain Crime Data for Community and Organization
  - Distribute Wanted Information Countywide
  - Liaison with Allied Agencies to Identify Common Trends



# Professional Staff

- Criminal Investigative Technicians
  - Assist detectives
  - Conduct follow-up
  - Complete initial crime reports



# Professional Staff

- **Body Worn Camera Technician**
  - Procure and Maintain Digital Evidence
  - Facilitate Exchange of Evidence with DA's Office
- **Court Liaison Police Services Officer**
  - Liaison with DA's Office reference Reports
  - Maintain Efficiency in Case Filings



# Professional Staff

- Evidence Technicians
  - Process Scenes
  - Analyze Evidence
- Evidence Police Services Officers
  - Store Evidence
  - Maintain Evidence Records



- Recruitment and Hiring
- Background Investigations
- Complaints/Internal Investigations
- Training
- Cadets
- Volunteers in Policing



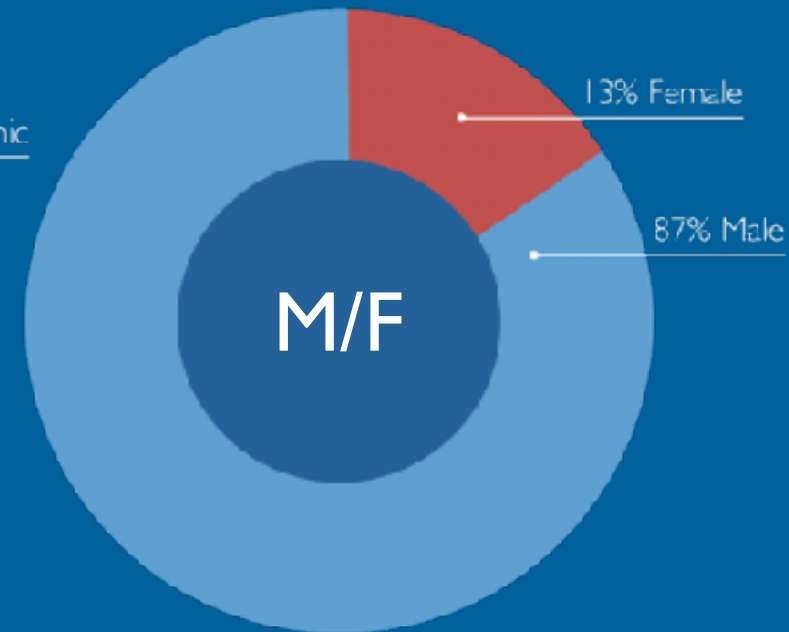
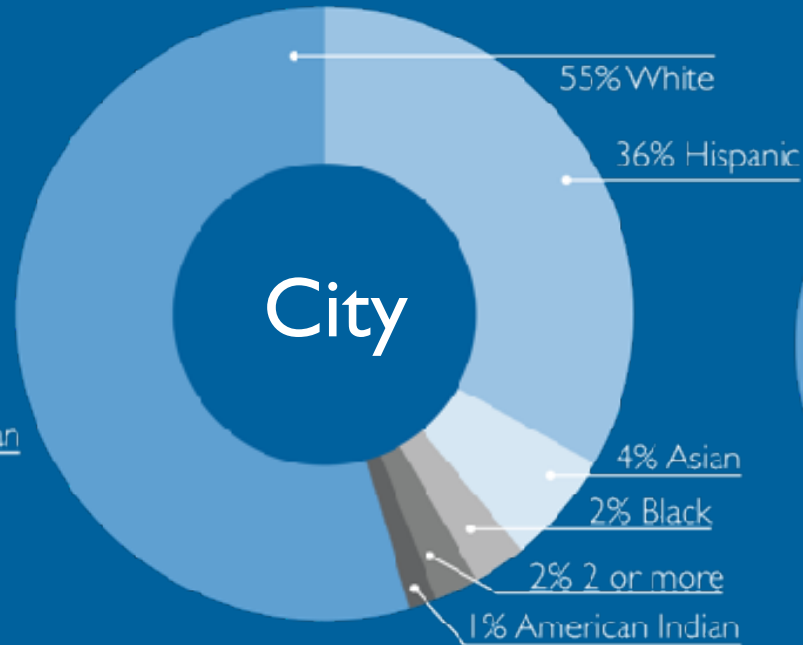
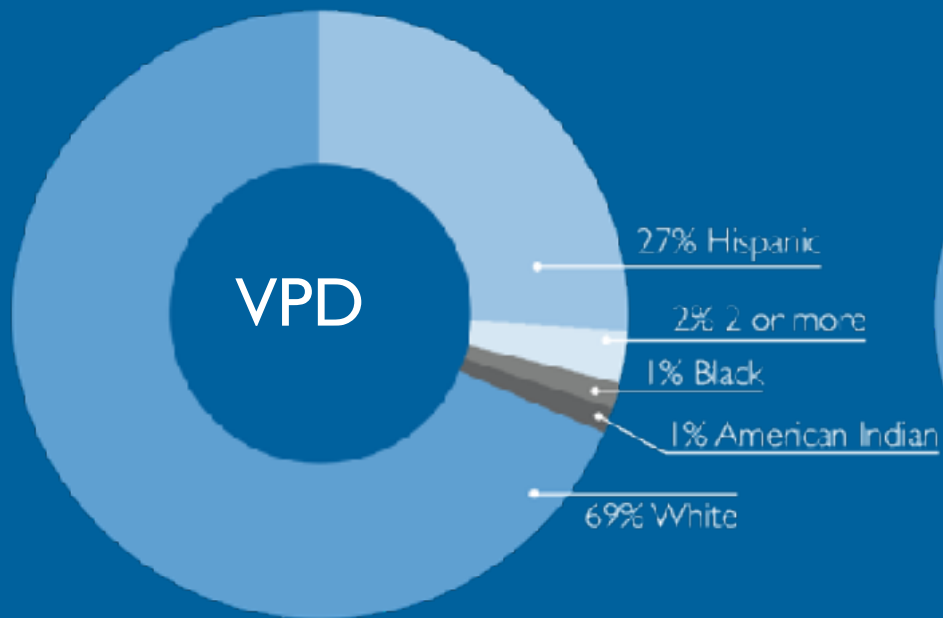
# Hiring Process

- Lengthy Process- Takes about 6 months
- Since Jan. 2017: 2,213 applicants - 40 hired
- Equates to 1 hire per 55 applicants
- Past 5 years: 30% attrition rate



# Demographics

131 Sworn Officers & 9 Police Officer Trainees



# Training & Wellness

- 6 Month full-time academy  
(960 hours)
- 6 Months of in-field training
- Ongoing training
  - $\geq 100$  hours per year
  - Ethics & Cultural Sensitivity
  - Racial Profiling & Implicit Bias
  - Arrest/Control
  - Scenario-Based
  - Crisis Intervention
  - Employee Wellness



# Volunteers

- 48 Volunteers
  - 28 Volunteers in Policing
  - 5 VPD Range
  - 7 Mall Storefront
  - 6 In-House
  - 2 Chaplains
- Supervised by a  
Police Services Officer



- Students Pursuing Career in Law Enforcement
  - 10 Citywide Parking Enforcement
  - 9 Downtown Parking Enforcement
  - 1 Administrative
  - 1 Crime Analysis
  - 5 Patrol
  - 2 Patrol Task Force
  - 1 Property
  - 2 Records



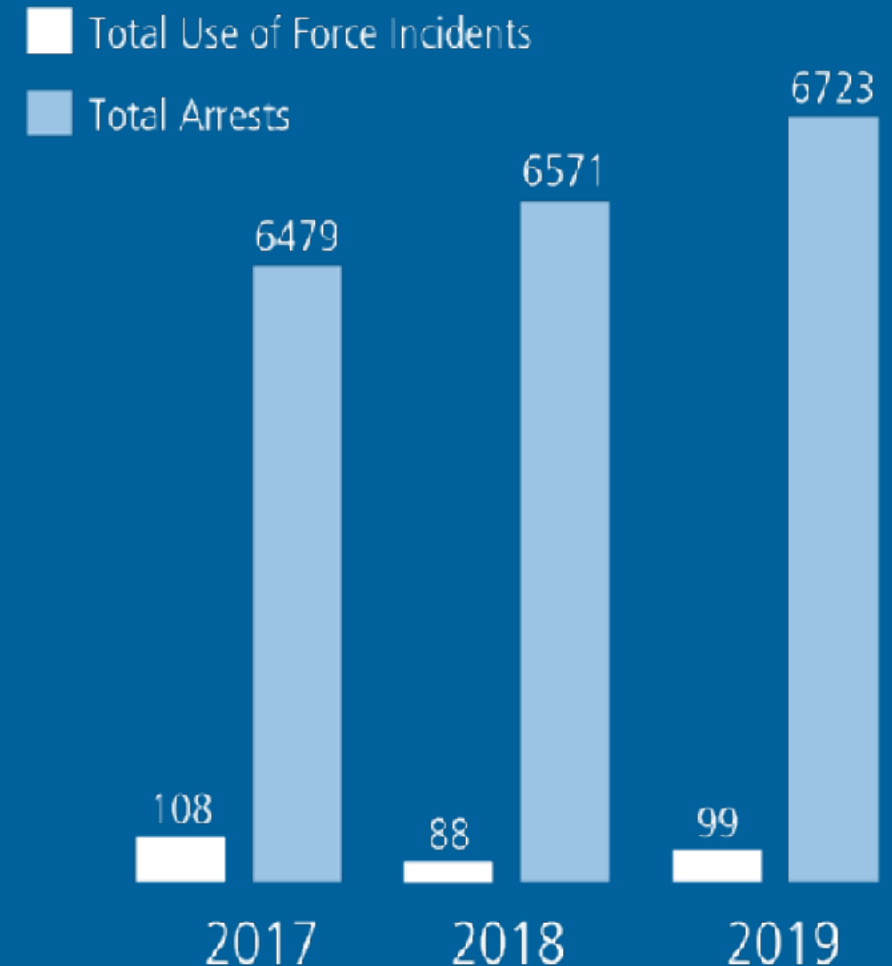
# Use of Force: Cmdr. Matt Cain

- Responded to 98,000 Annual Calls for Service

- Conducted 19,992 Investigations/Reports
- Made 6,723 Arrests
- Used force on 99 Persons (1.5%)
- 1/1,000 Calls lead to use of force

- Tactical Review Committee (TRC)

- Reviewed at multiple levels
- Four (4) subject matter experts
- Policy determination
- Trends and training needs
- Assistant Chief final review



# Use of Force

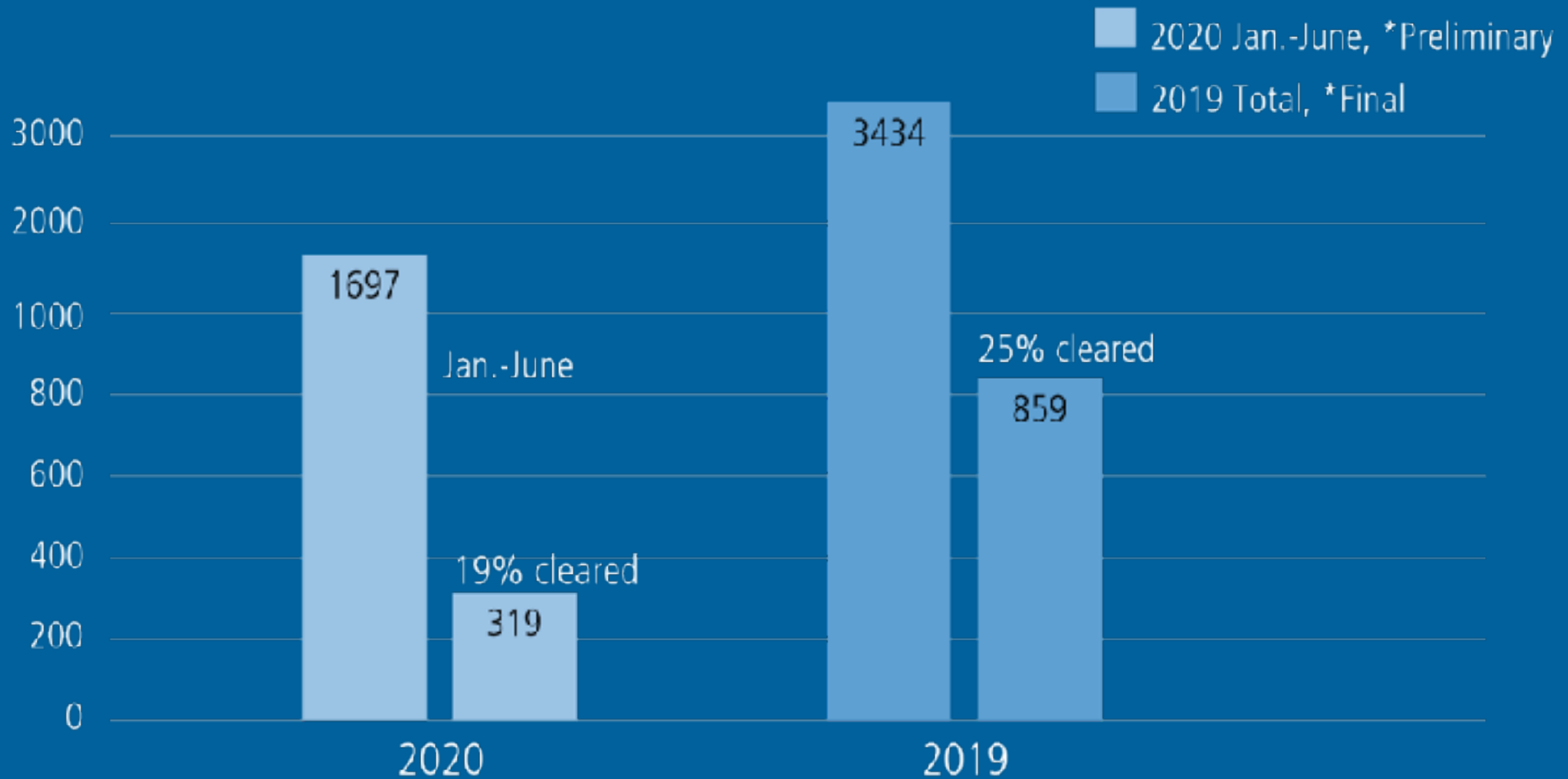
Offender Race	2017	2018	2019	2020
HISPANIC	51	31	46	19
WHITE	47	39	52	34
BLACK	8	5	1	2
ASIAN	0	1	0	0
OTHER	2	12	0	0
<b>TOTAL</b>	<b>108</b>	<b>88</b>	<b>99</b>	<b>55</b>

Offender Sex	2017	2018	2019	2020
MALE	91	78	81	44
FEMALE	17	10	17	11
NOT LISTED	0	0	1	0
<b>TOTAL</b>	<b>108</b>	<b>88</b>	<b>99</b>	<b>55</b>

Offender Age	2017	2018	2019	2020
16-20	7	6	9	9
21-30	44	28	36	13
31-40	33	31	26	7
41-50	14	7	13	16
50+	10	10	14	4
NOT LISTED	0	6	1	6
<b>TOTAL</b>	<b>108</b>	<b>88</b>	<b>99</b>	<b>55</b>

# Performance Measures

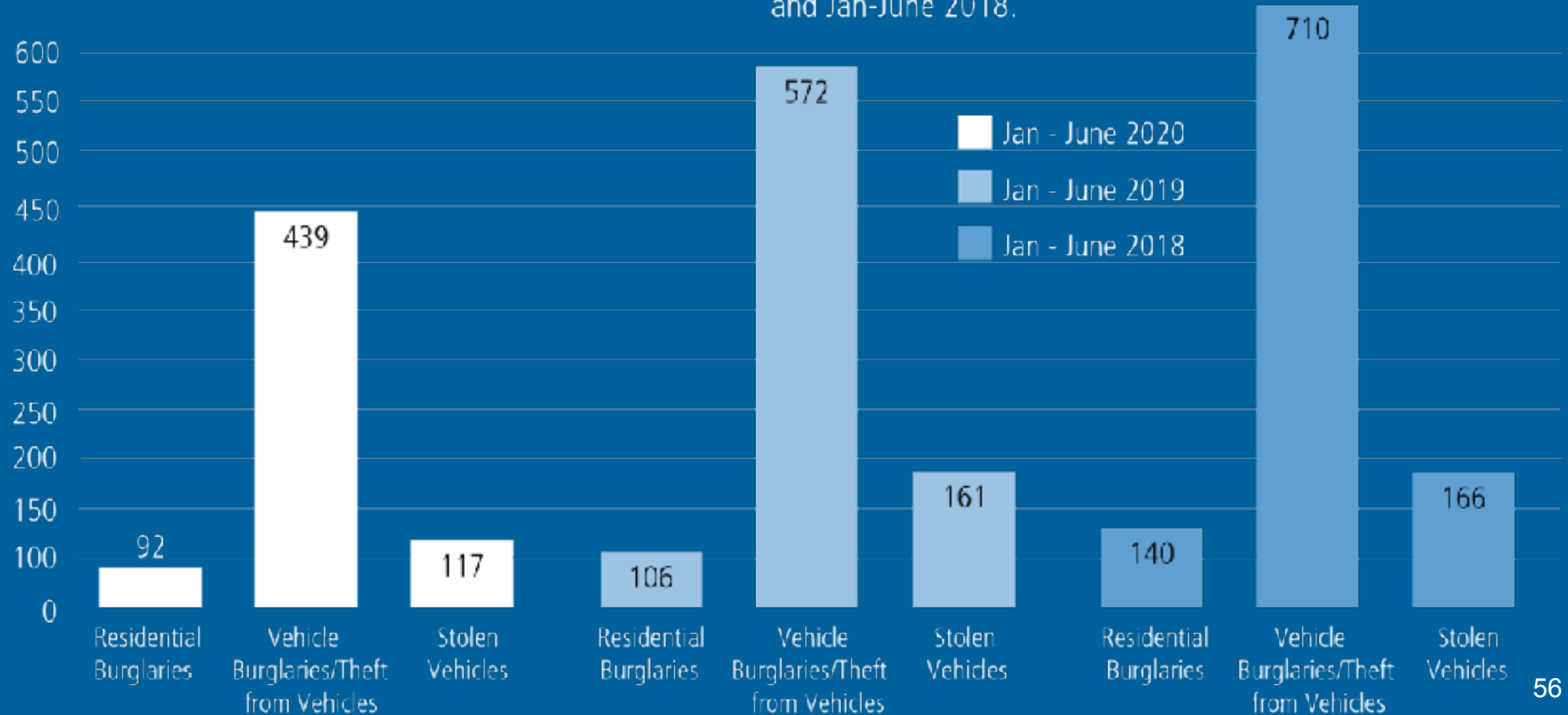
## GOAL 1: CRIME CONTROL: Clearance rates for Part 1 crimes.



# Performance Measures

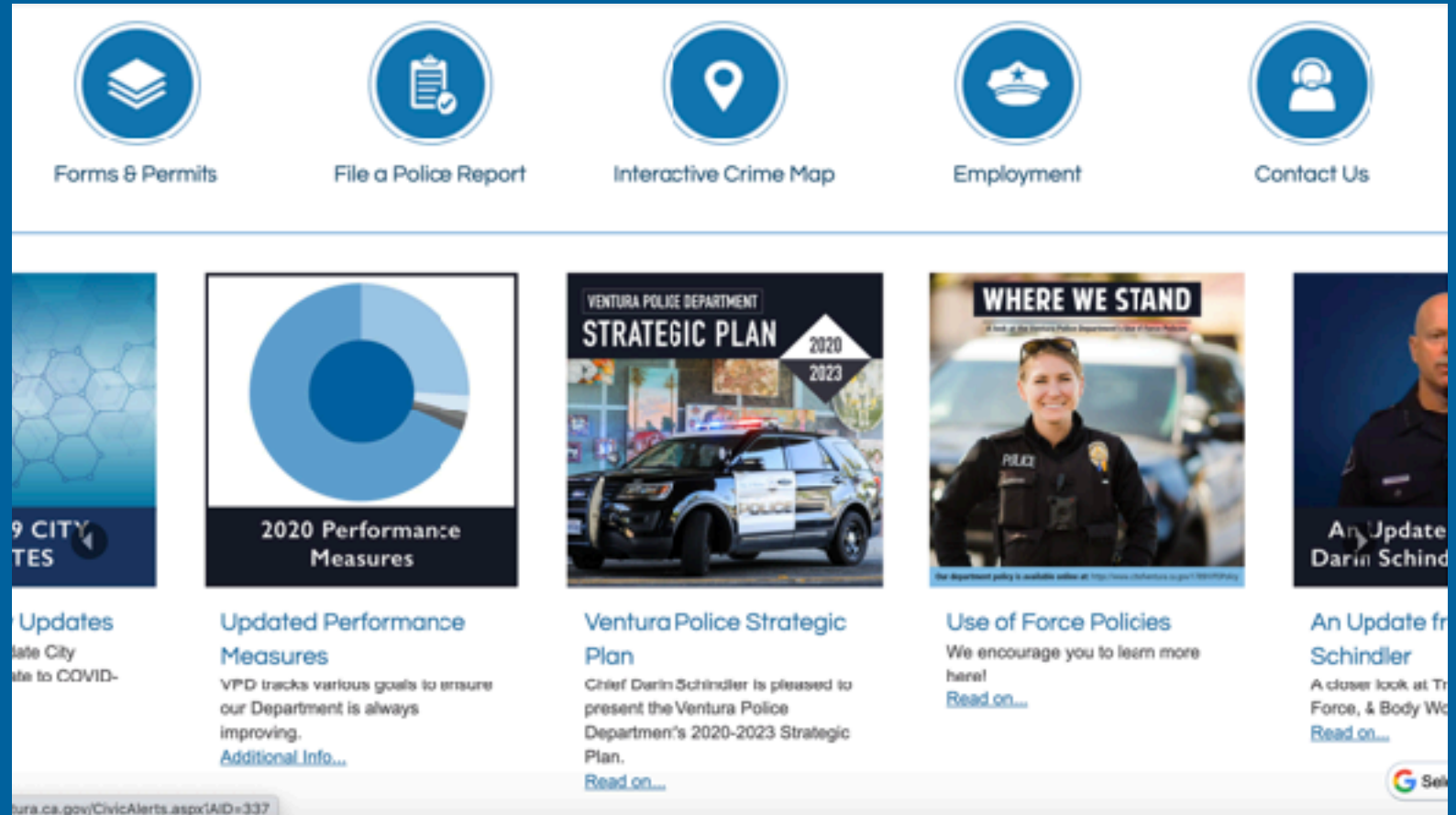
## GOAL 4 SAFE NEIGHBORHOODS:

Reduce identified property crimes that impact neighborhoods.  
Graph depicts property crime from Jan-June 2020, Jan-June 2019, and Jan-June 2018.



# Website Highlights

- Strategic Plan
- Performance Measures
- Use of force policies
- Interactive Community Crime Map
- Videos from the Chief
- Hate Crime Information



**venturapd.org**

# Closing Comments



Questions?